

## *Department of State Overview*

### *Mission*

Create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

### *Values*

<b>Loyalty:</b>	Commitment to the United States and the American people.
<b>Character:</b>	Maintenance of high ethical standards and integrity.
<b>Service :</b>	Excellence in the formulation of policy and management policy and management practices, regardless of personal views.
<b>Accountability:</b>	Responsibility for meeting the highest performance standards.
<b>Community:</b>	Dedication to teamwork, professionalism, diversity, and the customer perspective.

### *Performance Management Methodology*

The Department is committed to and focused on utilizing the funds it receives from Congress - the tax dollars of American citizens - to produce successful results. To do so, the Department utilizes a six-tiered performance management methodology, as depicted in the pyramid which follows. Each of the components of the pyramid is explained below:

<b><i>Strategic Objectives</i></b>	An organizing layer between the mission statement and the strategic goals, with related strategic goals grouped under a specific strategic objective.
<b><i>Strategic Goals</i></b>	The Department's long-term goals as detailed in its Strategic Plan.
<b><i>Performance Goals</i></b>	Desired outcomes the Department is planning to achieve that are necessary for attaining the strategic goals. The Department has thirty-eight performance goals.
<b><i>Initiatives/Programs</i></b>	Specific functional and/or policy areas, including OMB PART programs, to which the Department of State devotes significant resources.

***Performance Indicators***

Values or characteristics that the Department utilizes to measure progress achieved towards stated annual performance goals. The indicators are drawn from bureau and mission performance plans.

***Performance Targets***

Expressions of desired performance levels or specific desired results targeted for a given fiscal year. Achievement of targets defines success. Where possible, targets are expressed in quantifiable terms.

**Performance Management Model**

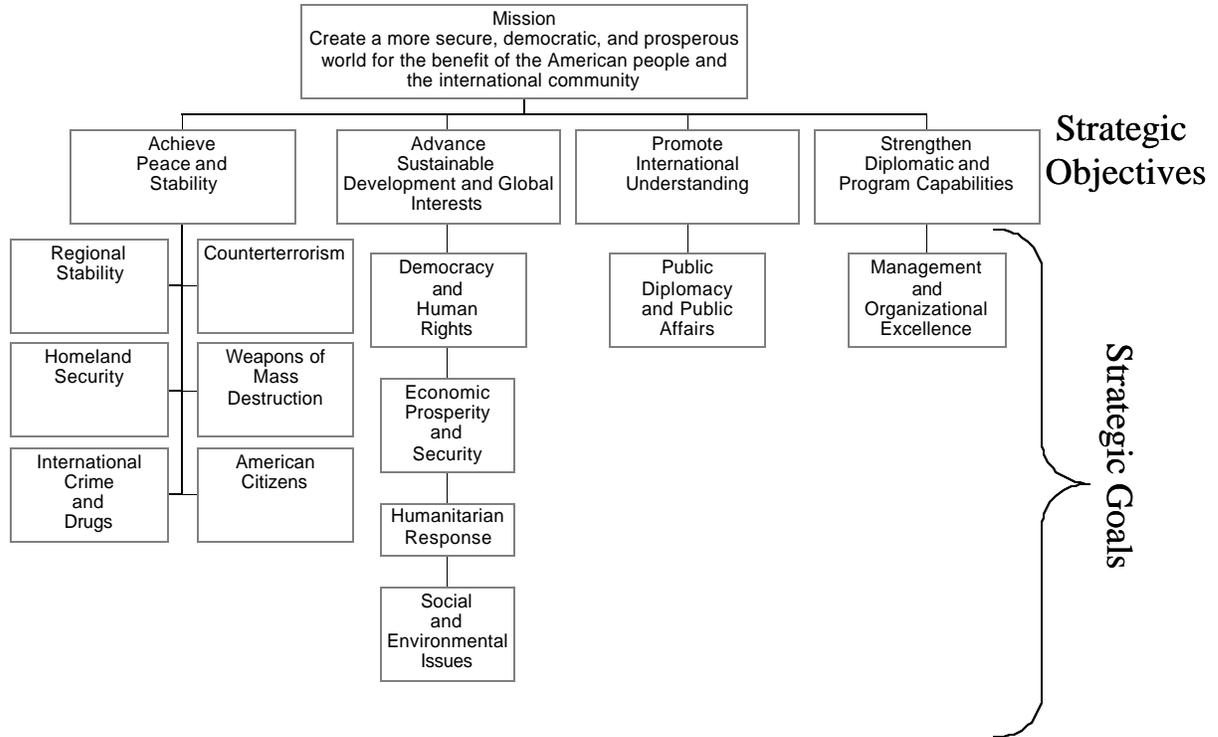


***Strategic Planning Framework***

Consistent with its performance management methodology shown on the previous page, the Department focuses its work around twelve strategic goals that capture both the breadth of its mission and its specific responsibilities. The Department's twelve strategic goals are centered around four core strategic objectives:

- **Achieve Peace and Security**
- **Advance Sustainable Development and Global Interests**

- **Promote International Understanding**
- **Strengthen Diplomatic and Program Capabilities**



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**FY 2005 INTERNATIONAL AFFAIRS SUMMARY**

(\$ in millions)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
<b>INTERNATIONAL AFFAIRS</b>	<b>31,214</b>	<b>29,412</b>	<b>31,519</b>
<b>FOREIGN OPERATIONS</b>	<b>21,440</b>	<b>19,564</b>	<b>21,331</b>
Export-Import Bank of the United States (net)	564	54	156
Overseas Private Investment Corporation (net)	(239)	(199)	(187)
Trade and Development Agency (TDA)	47	50	50
Child Survival & Health Programs Fund (CSH)	1,940	1,824	1,420
Global Fund to Fight AIDS, Tuberculosis, & Malaria	[248]	[398]	[100]
Development Assistance (DA)	1,480	1,377	1,329
International Disaster and Famine Assistance	432	474	386
Transition Initiatives	62	55	63
Development Credit Authority (DCA)	8	8	8
USAID Operating Expenses (OE)	593	641	623
USAID Capital Investment Fund	43	98	65
USAID Inspector General Operating Expenses (IG)	33	35	35
Economic Support Fund (ESF)	4,802	3,263	2,520
Assistance for Eastern Europe and the Baltic States (SEED)	522	442	410
Assistance for the Independent States of the Former Soviet Union (FSA)	755	584	550
Peace Corps	295	308	401
Inter-American Foundation	16	16	15
African Development Foundation	19	19	17
Millennium Challenge Corporation	-	994	2,500
International Narcotics Control and Law Enforcement (INCLE)	245	460	359
Andean Counterdrug Initiative (ACI)	842	727	731
Migration and Refugee Assistance (MRA)	782	756	730
U.S. Emergency Refugee & Migration Assistance (ERMA)	106	30	20
Nonproliferation, Anti-Terrorism, Demining (NADR)	332	396	415
Global HIV/AIDS Initiative	-	488	1,450
Treasury Technical Assistance	13	19	18
Debt Restructuring	-	94	200
U.S. Emergency Fund for Complex Foreign Crises	-	-	100
International Military Education & Training (IMET)	79	91	90
Foreign Military Financing (FMF)	5,992	4,633	4,958
Peacekeeping Operations (PKO)	214	124	104
International Financial Institutions	1,296	1,383	1,493
Multilateral Development Banks Arrears	[65]	[97]	[59]
International Organizations & Programs (IO&P)	169	320	304

(\$ in millions)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
<b>COMMERCE, JUSTICE, STATE</b>	<b>8,016</b>	<b>8,646</b>	<b>8,981</b>
Diplomatic & Consular Programs	3,888	4,220	4,285
Capital Investment Fund	182	79	155
Embassy Security, Construction & Maintenance	1,405	1,421	1,539
Other State Programs	352	503	422
Contributions to International Organizations	894	1,000	1,194
Contributions for International Peacekeeping Activities	636	695	650
Related Appropriations (e.g., Asia Foundation, NED)	71	78	103
Broadcasting Board of Governors	534	592	569
International Trade Commission and Other Programs	55	59	63
<b>AGRICULTURE - P.L. 480 Title II</b>	<b>1,741</b>	<b>1,185</b>	<b>1,185</b>
<b>LABOR, HHS - United States Institute of Peace</b>	<b>16</b>	<b>17</b>	<b>22</b>
<b>IRAQ RELIEF AND RECONSTRUCTION FUND (IRRF)</b>	<b>2,236</b>	<b>18,439</b>	<b>-</b>
<b>GRAND TOTAL, INTERNATIONAL AFFAIRS w/IRRF</b>	<b>33,450</b>	<b>47,851</b>	<b>31,519</b>

General Notes:

- Detail in this table may not add to the totals due to rounding.
- Prior to 2004, the International Disaster and Famine Assistance account was called the International Disaster Assistance account.
- The FY 2003 Actual level reflects \$168 million in rescissions and includes \$5.8 billion in emergency supplemental appropriations for Iraq, Afghanistan and coalition allies, including reimbursements from the Iraq Relief and Reconstruction Fund. See table that follows.
- FY 2004 Estimate level reflects \$198 million in rescissions and includes \$2.7 billion in emergency supplemental appropriations for Iraq and Afghanistan, including mandatory transfers from the Iraq Relief and Reconstruction Fund and emergency response funds reprogrammed for acceleration of reconstruction in Afghanistan. See table that follows.

**FY 2003 & FY 2004 Supplemental Appropriations & Transfers**  
(\$ in thousands)

	FY 2003 Actual	FY 2004 Actual
<b>Foreign Operations</b>	<b>5,245,251</b>	<b>2,080,600</b>
<u>Supplemental Appropriations</u>	5,006,400	1,580,600
Child Survival and Health	90,000	-
International Disaster Assistance	143,800	-
USAID Operating Expenses	24,500	40,000
Economic Support Fund	2,422,000	872,000
International Narcotics Control and Law Enforcement	25,000	170,000
Andean Counterdrug Initiative	34,000	-
Emergency Migration and Refugee Assistance	80,000	-
Nonproliferation, Anti-Terrorism, Demining & Related Programs	28,000	35,000
Foreign Military Financing	2,059,100	287,000
Peacekeeping Operations	100,000	50,000
International Disaster & Famine Assistance	-	110,000
USAID Capital Investment Fund	-	16,600
<u>Transfers from Iraq Relief &amp; Reconstr. Fund to other Accounts</u>	238,851	210,000
Economic Support Fund	100,000	100,000
Development Assistance	100,000	-
Transition Initiatives	12,000	-
International Narcotics Control and Law Enforcement	24,601	-
Treasury Technical Assistance	2,250	-
International Disaster and Famine Assistance	-	110,000
<u>Transfers from Emergency Response Funds to other Accounts</u>	-	290,000
Economic Support Fund	-	153,000
Foreign Military Financing	-	77,000
International Narcotics Control and Law Enforcement	-	50,000
Nonproliferation, Anti-Terrorism, Demining & Related Programs	-	10,000
<b>State Operations and Other Agencies</b>	<b>292,620</b>	<b>600,700</b>
Diplomatic and Consular Programs (D&CP)	62,620	156,300
Emergencies in the Diplomatic & Consular Service	50,000	115,500
Embassy Security, Construction, and Maintenance	149,500	43,900
Contributions to International Peacekeeping Activities	-	245,000
BBG International Broadcasting Operations	30,500	40,000
<b>P.L. 480 Title II</b>	<b>300,000</b>	<b>-</b>
<b>TOTAL, SUPP. APPROPRIATIONS &amp; TRANSFERS</b>	<b>5,837,871</b>	<b>2,681,300</b>

**FY 2005 INTERNATIONAL AFFAIRS SUMMARY - DETAIL**

(\$ in thousands)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
<b>INTERNATIONAL AFFAIRS</b>	<b>31,213,589</b>	<b>29,412,185</b>	<b>31,519,189</b>
<b>FOREIGN OPERATIONS</b>	<b>21,440,363</b>	<b>19,564,170</b>	<b>21,331,330</b>
<b>Title I - Export and Investment Assistance</b>	<b>371,747</b>	<b>(94,827)</b>	<b>18,925</b>
Export-Import Bank of the United States (Ex-Im)	564,422	54,467	156,040
Loan Subsidy	509,566	-	125,700
Administrative Expenses	67,856	72,467	73,200
Inspector General	-	-	1,140
Direct Loans, Negative Subsidies	(13,000)	(18,000)	(44,000)
Overseas Private Investment Corporation (OPIC)	(239,381)	(199,001)	(187,115)
Administrative Expenses for Credit & Insurance Programs	39,626	41,141	42,885
Net Offsetting Collections	(302,851)	(264,000)	(254,000)
Credit Funding - Direct & Guaranteed Loan Subsidies	23,844	23,858	24,000
Trade and Development Agency (TDA)	46,706	49,707	50,000
<b>Title II - Bilateral Economic Assistance</b>	<b>13,318,590</b>	<b>13,107,921</b>	<b>14,363,994</b>
U.S. Agency for International Development	4,589,254	4,511,270	3,928,500
Child Survival & Health Programs Fund (CSH)	1,939,563	1,824,174	1,420,000
Global Fund to Fight AIDS, Tuberculosis, & Malaria	[248,375]	[397,640]	[100,000]
Development Assistance (DA)	1,479,972	1,376,829	1,329,000
International Disaster and Famine Assistance	431,915	473,993	385,500
Transition Initiatives	61,675	54,676	62,800
Development Credit Authority - Subsidy (by Transfer)	[24,500]	[21,000]	[21,000]
Development Credit Authority - Administrative Expenses	7,542	7,953	8,000
USAID Operating Expenses	592,782	640,536	623,400
USAID Capital Investment Fund	42,721	98,315	64,800
USAID Inspector General Operating Expenses	33,084	34,794	35,000
Other Bilateral Economic Assistance	6,078,729	4,289,221	3,480,000
Economic Support Fund (ESF) - w/ Fund for Ireland	4,802,082	3,263,309	2,520,000
Assistance for Eastern Europe and the Baltic States (SEED)	521,587	442,375	410,000
Assistance for the Independent States of the Former Soviet Union (FSA)	755,060	583,537	550,000
Independent Agencies	329,733	1,337,088	2,933,185

(\$ in thousands)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
Peace Corps	295,070	308,171	401,000
Inter-American Foundation	16,095	16,238	15,185
African Development Foundation	18,568	18,579	17,000
Millennium Challenge Corporation	-	994,100	2,500,000
<b>State Department</b>			
State Department	2,307,894	2,857,014	3,704,809
International Narcotics Control and Law Enforcement (INCLE)	245,321	460,274	358,820
Andean Counterdrug Initiative (ACI)	842,450	726,687	731,000
Migration and Refugee Assistance (MRA)	781,884	755,712	729,789
U.S. Emergency Refugee & Migration Assistance (ERMA)	105,831	29,823	20,000
Nonproliferation, Anti-Terrorism, Demining (NADR)	332,408	396,415	415,200
Global HIV/AIDS Initiative	-	488,103	1,450,000
<b>Department of the Treasury</b>			
Department of the Treasury	12,980	113,328	217,500
Treasury Technical Assistance (TTA)	12,980	18,888	17,500
Debt Restructuring	-	94,440	200,000
<b>U.S. Emergency Fund for Complex Foreign Crises</b>			
U.S. Emergency Fund for Complex Foreign Crises	-	-	100,000
<b>Title III - Military Assistance</b>	<b>6,285,364</b>	<b>4,848,282</b>	<b>5,151,230</b>
International Military Education & Training (IMET)	79,480	91,159	89,730
Foreign Military Financing (FMF)	5,991,632	4,632,665	4,957,500
Peacekeeping Operations (PKO)	214,252	124,458	104,000
<b>Title IV - Multilateral Economic Assistance</b>	<b>1,464,662</b>	<b>1,702,794</b>	<b>1,797,181</b>
International Financial Institutions	1,295,781	1,383,042	1,492,731
Global Environment Facility	146,852	138,418	120,678
International Development Association	844,475	907,812	1,061,310
Multilateral Investment Guarantee Agency	1,620	1,117	-
Asian Development Fund	97,250	143,569	112,212
African Development Fund	107,371	112,060	118,000
African Development Bank	5,071	5,075	5,100
European Bank for Reconstruction & Development	35,572	35,222	35,431
Inter-American Development Bank - Multilateral Investment Fund	24,431	24,853	25,000
Inter-American Investment Corporation	18,233	-	-
International Fund for Agricultural Development	14,906	14,916	15,000
Arrears	[65,403]	[97,457]	[58,700]
<b>International Organizations &amp; Programs (IO&amp;P)</b>			
International Organizations & Programs (IO&P)	168,881	319,752	304,450

(\$ in thousands)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
<b>COMMERCE, JUSTICE, STATE</b>	<b>8,016,395</b>	<b>8,645,949</b>	<b>8,980,760</b>
DEPARTMENT OF STATE	7,427,776	7,995,507	8,348,540
ADMINISTRATION OF FOREIGN AFFAIRS	5,827,218	6,222,686	6,400,866
STATE PROGRAMS	-	-	-
Diplomatic & Consular Programs	3,888,155	4,219,788	4,285,044
Ongoing Operations	3,328,750	3,540,313	3,626,343
Worldwide Security Upgrades	559,405	639,896	658,701
Worldwide IT Infrastructure	-	39,579	-
Capital Investment Fund	182,119	79,158	155,100
Embassy Security, Construction & Maintenance	1,404,787	1,420,659	1,539,000
Ongoing Operations	654,694	568,323	626,680
Worldwide Security Upgrades	750,093	852,336	912,320
Security Construction	604,594	753,388	785,320
Compound Security	145,499	98,948	127,000
Other State Programs	352,157	503,081	421,722
Office of Inspector General	29,074	31,369	30,435
Educational and Cultural Exchange Programs	243,712	316,633	345,346
Representation Allowances	6,443	8,905	8,640
Protection of Foreign Missions and Officials	10,929	9,895	9,600
Emergencies in the Diplomatic and Consular Service	42,208	116,489	7,000
Payment to the American Institute in Taiwan	18,330	18,584	19,482
Repatriation Loans	1,461	1,206	1,219
F.S Retirement and Disability Fund [Mandatory]	[138,200]	[134,979]	[132,600]
INTERNATIONAL ORGANIZATIONS	1,529,702	1,694,886	1,844,210
Contributions to International Organizations	893,837	999,830	1,194,210
Contributions for International Peacekeeping Activities	635,865	695,056	650,000
INTERNATIONAL COMMISSIONS (non-function 150)	[57,730]	[57,187]	[70,401]
RELATED APPROPRIATIONS	70,856	77,935	103,464
The Asia Foundation	10,376	12,863	8,880
National Endowment for Democracy (NED)	41,727	39,579	80,000
International Center for Middle Eastern-Western Dialogue	-	6,926	-
East-West Center	17,883	17,692	13,709
Eisenhower Exchange Fellowship Program	497	500	500
Israeli Arab Scholarship Program	373	375	375

(\$ in thousands)	FY 2003 Actual	FY 2004 Estimate	FY 2005 Request
<b>BROADCASTING BOARD OF GOVERNORS</b>	533,841	591,567	569,300
International Broadcasting Operations	496,350	580,292	533,111
Broadcasting to Cuba	24,834	-	27,629
Broadcasting Capital Improvements	12,657	11,275	8,560
<b>OTHER PROGRAMS</b>	54,778	58,875	62,920
International Trade Commission	53,649	57,682	61,700
Foreign Claims Settlement Commission	1,129	1,193	1,220
<b>AGRICULTURE &amp; RELATED AGENCIES</b>	<b>1,740,575</b>	<b>1,184,967</b>	<b>1,185,000</b>
P.L. 480 Title II	1,740,575	1,184,967	1,185,000
<b>LABOR, HHS, EDUCATION</b>	<b>16,256</b>	<b>17,099</b>	<b>22,099</b>
United States Institute of Peace	16,256	17,099	22,099
<b>IRAQ RELIEF AND RECONSTRUCTION FUND (IRRF)</b>	<b>2,236,149</b>	<b>18,439,000</b>	<b>-</b>
<b>GRAND TOTAL, INTERNATIONAL AFFAIRS w/IRRF</b>	<b>33,449,738</b>	<b>47,851,185</b>	<b>31,519,189</b>

Note: Detail in this table may not add to the totals due to rounding.

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